

# PAPI 3+

## Big 5 report

**Respondent**

Kit S

**Assessment Date**

10 June 2022

The information provided in this report is confidential.

## Introduction

**The information provided in this report is confidential and intended only to be used by the respondent or the manager or recruiters responsible for the assessment process.**

The Big Five model of personality is widely recognised as encompassing the broad dimensions used to describe human personality. The five factors included in the model are:

- Agreeableness - Extent to which a person is cooperative, supportive, sympathetic towards others and generally pleasant to be around
- Conscientiousness - Extent to which a person takes a structured and detail-focused approach to their work, plans ahead and ensures tasks are completed
- Emotional Stability - Extent to which a person is calm and composed, has a positive outlook and tends to bounce back quickly from problems or setbacks
- Extraversion - Extent to which a person is sociable, talkative, energised by the company of others and enjoys taking the lead
- Openness to experience - Extent to which a person seeks variety, initiates changes and shows imagination

PAPI 3+ has been mapped against the Big Five model of personality to give an indication of how an individual may typically behave, or the preferences they may exhibit, in relation to these broad personality factors.

This report describes how Kit S is likely to behave in relation to the Big Five personality factors. It is based on the responses given by Kit S to the PAPI 3+ questionnaire. The results therefore represent how Kit S sees his own behaviour, rather than how others might describe him. The accuracy of the report will depend on the honesty and frankness with which he completed the questionnaire, along with his level of self-awareness. The descriptions of his personality presented here should be taken as hypotheses rather than concrete facts. However, the results from this questionnaire should provide useful indicators of the way that Kit S is likely to behave at work and in different situations.

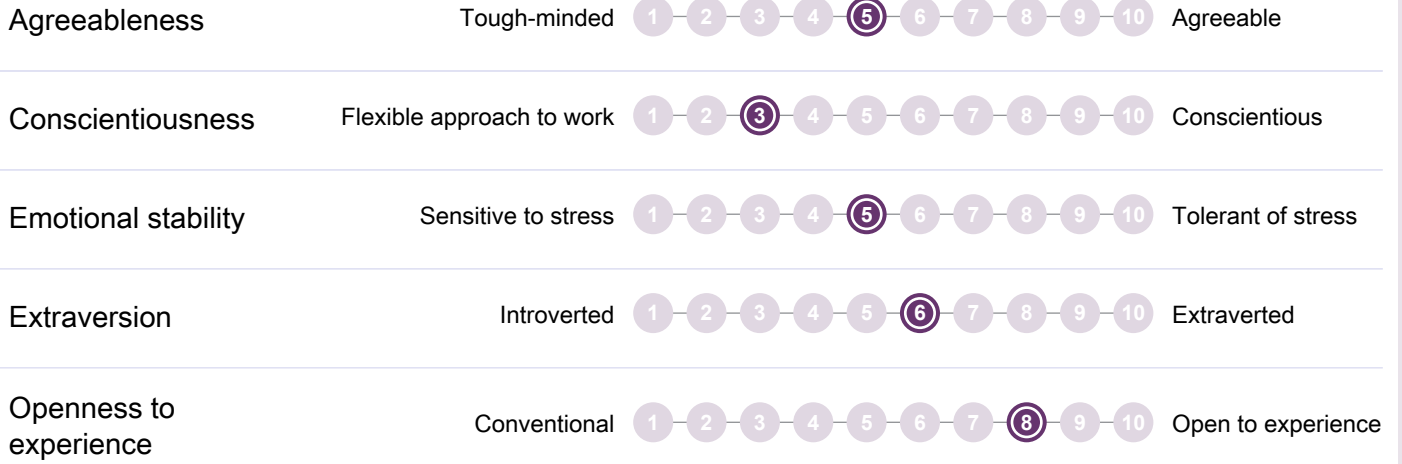
The responses to the questionnaire provided by Kit S have been interpreted by comparing them to the responses provided by a large group of people who have also completed the same questionnaire. For this report the comparison group used was Global - Senior Leader and Executive v3.0.

This report provides a description of how the respondent sees himself at the time which he completed the questionnaire. His preferences and behaviour are likely to change over time and depend on his work role and personal circumstances. This report should therefore be considered to have a shelf life of up to 12 months, depending on his circumstances. If there have been considerable changes in his role or personal circumstances after this assessment, he should complete the questionnaire again.

Note that the PAPI 3+ questionnaire does not measure ability or competence. It provides a summary of how the respondent sees himself but does not provide information on how effective he is in a given area. His level of effectiveness will be influenced by the interaction of his personal characteristics with other factors such as the demands of his work role and the culture of the organisation he works in.

If you have any questions or concerns about any of the information provided here, you should raise these with the individual who sent you the report, or someone who has been trained and certified to use and interpret the PAPI 3+ questionnaire.

## Profile overview

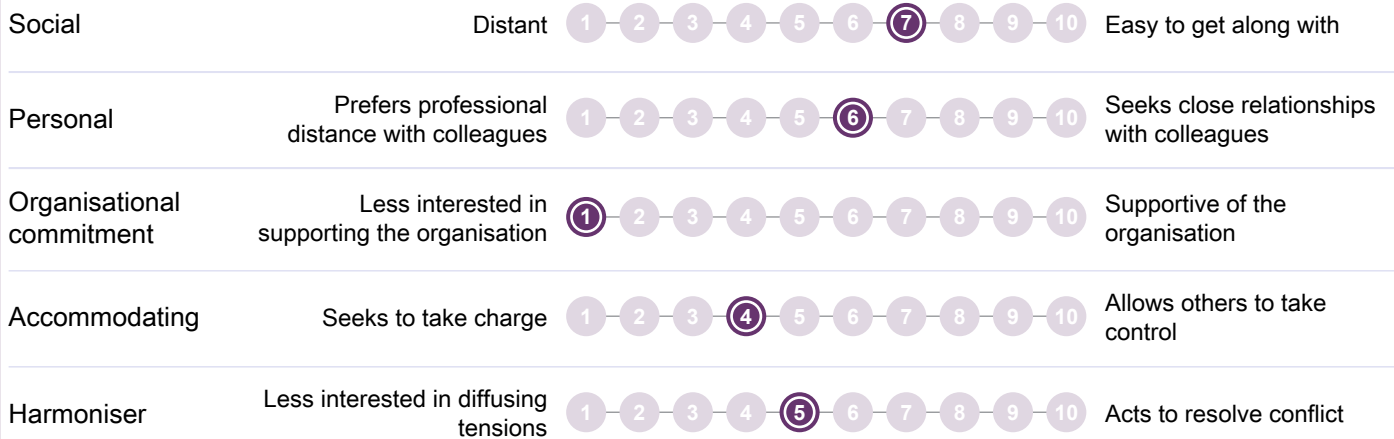


## Agreeableness

Extent to which a person is cooperative, supportive, sympathetic towards others and generally pleasant to be around



### Factor breakdown



### Facet interpretation

### Strengths

### Development areas

<p><b>Social</b></p> <p>Kit S has described himself as getting along with people easily.</p>	<ul style="list-style-type: none"> <li>+ Being seen as friendly and approachable</li> <li>+ Building relationships easily at work</li> </ul>	<ul style="list-style-type: none"> <li>- Getting distracted by opportunities for social interaction</li> <li>- Placing greater emphasis on building relationships than on the task at hand</li> </ul>
<p><b>Personal</b></p> <p>His responses indicate that he likes to balance forming close relationships with others with maintaining a degree of professional distance.</p>	<ul style="list-style-type: none"> <li>+ Being sympathetic towards others' feelings, whilst generally maintaining a professional stance</li> <li>+ Showing some consideration for the needs of others</li> </ul>	<ul style="list-style-type: none"> <li>- Possibly being seen as having 'favourites' by building close relationships with some colleagues and not others</li> <li>- Possibly lacking in objectivity in judgements or decisions on some occasions</li> </ul>
<p><b>Organisational commitment</b></p> <p>His responses suggest he is less interested in showing loyalty and support to his organisation.</p>	<ul style="list-style-type: none"> <li>+ Setting own standards and goals, without being dependent on requirements set by management</li> <li>+ Willingness to question decisions made by the management team when necessary</li> </ul>	<ul style="list-style-type: none"> <li>- Becoming isolated from the wider business</li> <li>- Setting standards and working in ways that might not be aligned with the organisation's approach</li> </ul>
<p><b>Accommodating</b></p> <p>He describes himself as having a strong desire to take charge.</p>	<ul style="list-style-type: none"> <li>+ Giving direction to others</li> <li>+ Willingness to take control</li> </ul>	<ul style="list-style-type: none"> <li>- Cooperating less when having to follow direction from others</li> <li>- Failing to elicit different perspectives on issues due to not encouraging others to contribute</li> </ul>

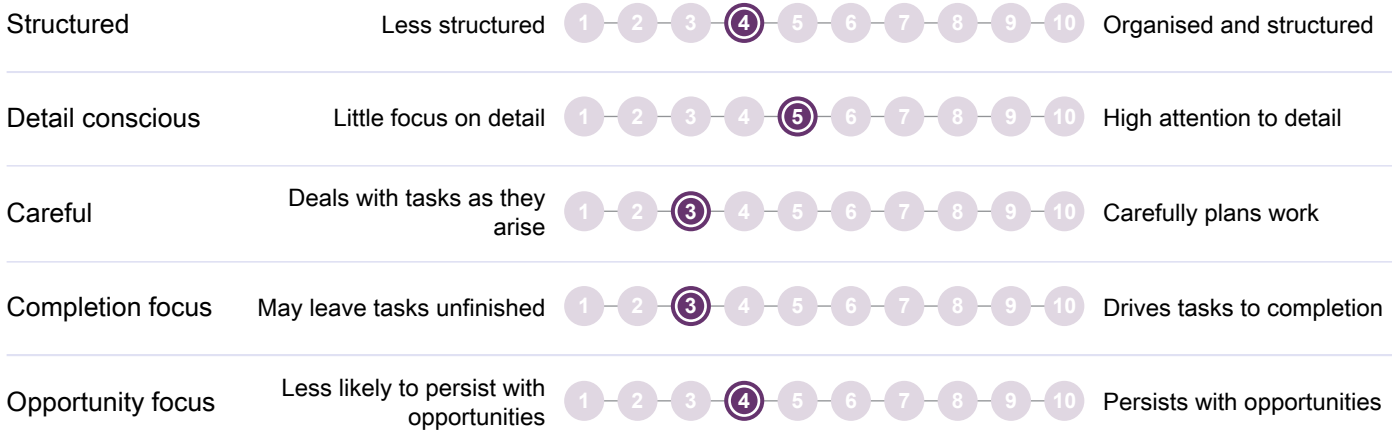
Facet interpretation	Strengths	Development areas
<b>Harmoniser</b> He tends to balance his role in situations where there are disagreements between colleagues, getting involved only when he deems it necessary.	<ul style="list-style-type: none"><li>+ Taking some action to help resolve conflicts among colleagues</li><li>+ Generally unlikely to allow conflicts among colleagues to distract self from work tasks</li></ul>	<ul style="list-style-type: none"><li>- May not take action to resolve disagreements between colleagues in some instances</li><li>- At other times, possibly getting too involved in disagreements between others</li></ul>

## Conscientiousness

Extent to which a person takes a structured and detail-focused approach to their work, plans ahead and ensures tasks are completed

Flexible approach to work 1 2 3 4 5 6 7 8 9 10 Conscientious

### Factor breakdown



### Facet interpretation

### Strengths

### Development areas

#### Structured

Kit S's responses suggest that he has little personal need for organisation.

- + Prioritising other, more important tasks over the need to be organised
- + Appearing comfortable in disorganised environments

- Approaching work in a disorganised or haphazard manner
- Spending time locating information, possibly delaying progress on tasks

#### Detail conscious

His responses indicate that he has a moderate level of attention to detail; he will likely balance the accuracy of his work with the demands of the situation.

- + Balancing attention to detail with consideration of the broader picture
- + Checking critical details

- Inconsistent approach to detail-checking
- Mistakes sometimes slipping through

#### Careful

He describes himself as having a strong preference for dealing with situations as they arise, being spontaneous rather than planning in advance.

- + Willing to adapt existing plans according to changing circumstances
- + Responding rapidly to new situations as they arise

- Reliance on others for detailed and long-term planning
- Failing to anticipate potential problems and issues

#### Completion focus

Kit S's responses suggest that he has little need to follow tasks through to completion.

- + Taking on a number of different projects
- + Delegating and handing over responsibility for completing tasks to others

- Making commitments but not delivering on some of them
- Losing interest in projects after they have been set up

#### Opportunity focus

He sees himself as less likely to persist in the face of obstacles or challenges.

- + Not wasting time pursuing opportunities that are unlikely to be successful
- + Possibly being seen as relaxed and easy to deal with

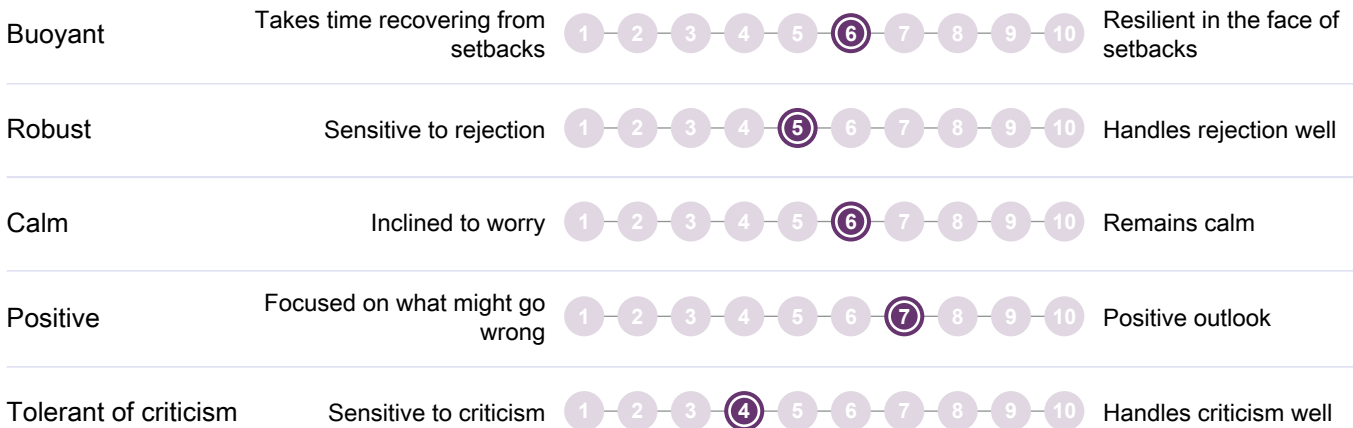
- Giving up easily when faced with obstacles
- Possibly failing to follow up opportunities

## Emotional stability

Extent to which a person is calm and composed, has a positive outlook and tends to bounce back quickly from problems or setbacks



### Factor breakdown



### Facet interpretation

### Strengths

### Development areas

#### Buoyant

Kit S's responses suggest he is generally likely to bounce back from setbacks, but some will take him longer to get over than others.

- + Generally recovering well from setbacks
- + Awareness of others who may be impacted by setbacks

- Being affected by some setbacks, allowing them to stifle own momentum
- Possibly at times failing to reflect sufficiently on the causes of setbacks

#### Robust

He describes himself as generally coping well with rejection though may find it more difficult to handle at times.

- + Awareness of the impact of rejection on others in some contexts
- + Taking some time to reflect on the causes of rejection to prevent them from recurring

- Sometimes struggling to put rejection into context
- Allowing rejection to impact own work or colleagues at times

#### Calm

He is likely to strike a balance between worrying about things that have already happened and being more relaxed and calm about work issues.

- + Usually able to channel any anxiety into ensuring good work output
- + Spotting anxiety in others, leading to better interaction with them

- At times expending energy worrying about things that cannot be changed
- Sometimes overlooking the concerns of others

#### Positive

His responses suggest he is optimistic and has a positive outlook.

- + Expecting things to go well and seeing the positive side of things
- + Providing positive energy to groups and individuals

- Over-confidence that things will turn out well
- Neglecting to consider contingencies properly if something went wrong

#### Tolerant of criticism

He describes himself as someone who can be offended by negative comments from others.

- + Awareness of own impact on others
- + Understanding of others' sensitivities

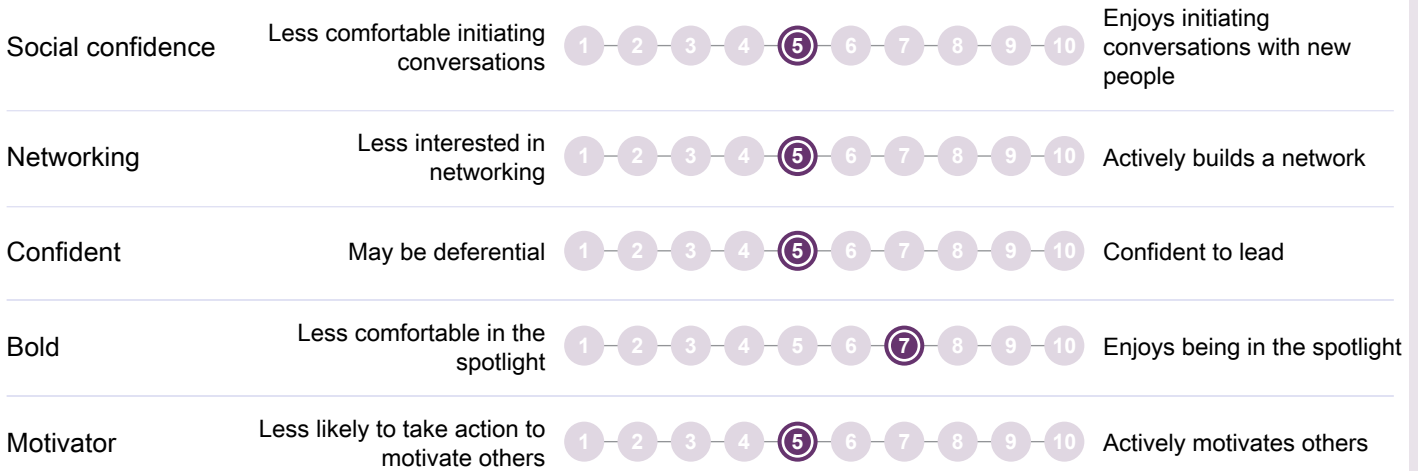
- Taking criticism personally and dwelling on it for too long
- Possibly lacking in personal confidence

## Extraversion

Extent to which a person is sociable, talkative, energised by the company of others and enjoys taking the lead



### Factor breakdown



### Facet interpretation

### Strengths

### Development areas

#### Social confidence

Kit S's responses suggest that he is likely to be comfortable introducing himself to new people most of the time.

- + Being confident in introducing self to others in many situations
- + Generally comfortable talking to new people

- Demonstrating reluctance introducing self to others in some situations
- Possibly failing to seize some opportunities to initiate conversations with new people

#### Networking

His responses suggest that he is likely to engage actively in networking some of the time.

- + Taking some action to build a network of contacts
- + Balancing time spent on networking with other aspects of the role

- Possibly failing to seize some networking opportunities
- Possibly neglecting their network at times

#### Confident

He appears to have some confidence in his leadership skills.

- + Reasonable confidence in own ability to lead others
- + Willingness to lead on some occasions while being comfortable in a non-leadership role at other times

- Waiting for others to take the lead at times
- Lack of comfort in leading others in very challenging situations

#### Bold

He describes himself as having a strong desire to make an impact and stand out from the crowd.

- + Confidence in public speaking
- + Making an impact and differentiating self from others

- Dominating conversations, limiting others' opportunities to contribute
- Speaking up in discussions even when there is nothing valuable to contribute



Facet interpretation	Strengths	Development areas
<p><b>Motivator</b></p> <p>His responses indicate that he tries to motivate others at times, but may not do this consistently.</p>	<ul style="list-style-type: none"> <li>+ Helping to encourage others to overcome challenges</li> <li>+ Taking some action to motivate others</li> </ul>	<ul style="list-style-type: none"> <li>- Relying on others to motivate themselves at times when they may in fact need an extra push</li> <li>- Possibly, on some occasions, failing to provide encouragement when others' enthusiasm is waning</li> </ul>

## Openness to experience

Extent to which a person seeks variety, initiates changes and shows imagination

Conventional 1 2 3 4 5 6 7 8 9 10 Open to experience

### Factor breakdown

Creative	Less likely to innovate	<span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">1</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">2</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">3</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">4</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">5</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">6</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">7</span> <span style="display: inline-block; border: 2px solid purple; border-radius: 50%; padding: 2px 5px;">8</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">9</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">10</span>	Innovative
Variety seeking	Comfortable with routine	<span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">1</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">2</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">3</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">4</span> <span style="display: inline-block; border: 2px solid purple; border-radius: 50%; padding: 2px 5px;">5</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">6</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">7</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">8</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">9</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">10</span>	Seeks variety
Conceptual	Less interested in conceptual ideas	<span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">1</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">2</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">3</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">4</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">5</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">6</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">7</span> <span style="display: inline-block; border: 2px solid purple; border-radius: 50%; padding: 2px 5px;">8</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">9</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">10</span>	Explores conceptual ideas
Open to change	Comfortable with the status quo	<span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">1</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">2</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">3</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">4</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">5</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">6</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">7</span> <span style="display: inline-block; border: 2px solid purple; border-radius: 50%; padding: 2px 5px;">8</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">9</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">10</span>	Seeks change
Unconstrained	Relies on existing guidance	<span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">1</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">2</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">3</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">4</span> <span style="display: inline-block; border: 2px solid purple; border-radius: 50%; padding: 2px 5px;">5</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">6</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">7</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">8</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">9</span> <span style="display: inline-block; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">10</span>	Takes the initiative

Facet interpretation	Strengths	Development areas
<p><b>Creative</b></p> <p>Kit S describes himself as someone who is creative and innovative, often thinking 'outside of the box'.</p>	<ul style="list-style-type: none"> <li>+ Generating creative solutions and ideas</li> <li>+ Seeing the value in novel ideas and inputs</li> </ul>	<ul style="list-style-type: none"> <li>- Possibly generating solutions that might be unrealistic or difficult to implement</li> <li>- Getting distracted by ideas and not following one idea through from start to finish</li> </ul>
<p><b>Variety seeking</b></p> <p>His responses indicate he likes a balance between variety and routine at work.</p>	<ul style="list-style-type: none"> <li>+ Appreciating routine in certain aspects of work</li> <li>+ Finding a balance between seeking new experiences and completing routine tasks</li> </ul>	<ul style="list-style-type: none"> <li>- Possibly showing reluctance to take on tasks that are outside their comfort zone</li> <li>- Becoming less engaged with routine tasks over time</li> </ul>
<p><b>Conceptual</b></p> <p>Kit S is likely to readily engage in discussions about theoretical and hypothetical issues.</p>	<ul style="list-style-type: none"> <li>+ Exploring theories and abstract ideas in depth</li> <li>+ Willingness to engage with complex concepts</li> </ul>	<ul style="list-style-type: none"> <li>- Possibly failing to consider the practicalities</li> <li>- Spending too much time reflecting on hypothetical scenarios</li> </ul>
<p><b>Open to change</b></p> <p>He has a strong need for change at work.</p>	<ul style="list-style-type: none"> <li>+ Likely to adapt quickly to change</li> <li>+ Driving change proactively</li> </ul>	<ul style="list-style-type: none"> <li>- Seeking change for the sake of it rather than for tangible improvement</li> <li>- Pushing forward change without considering others' reactions</li> </ul>
<p><b>Unconstrained</b></p> <p>He tends to like a balance between working within guidelines for tasks and using his own initiative.</p>	<ul style="list-style-type: none"> <li>+ Awareness of, and compliance with, important guidelines</li> <li>+ Sometimes taking the initiative and trying new approaches</li> </ul>	<ul style="list-style-type: none"> <li>- May find it hard to operate without any guidelines</li> <li>- May have difficulty developing own solutions in areas they are less familiar with</li> </ul>